

2014 Budget Proviso Report

Limited English Proficiency Proviso Response Report

As Requested By:
Ordinance 17695, Section 18, as amended
Access for Limited English Proficiency (LEP) Populations -
Analysis and Recommendations

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June 30, 2014

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Executive Summary

More than 170 different languages are spoken in King County and a quarter of the County's population speaks a language other than English in the home. Further, King County's population is becoming increasingly racially and ethnically diverse. These changes increase the challenge of making sure all residents have access to county services and point to the need to understand the complexities and needs of our growing population. Language barriers can impede effective and accurate communication in a variety of ways. And our current approach to public engagement (uncoordinated and program/project-centric) creates barriers to resident access to services. Ensuring meaningful communication and improved access to services for residents with limited English proficiency (LEP) helps King County government to meet its Equity and Social Justice mandate and better serve the interests of its residents.

Budget Ordinance 17695, Section 18, as amended, required a report providing analysis and recommendations, to include an action plan to increase access to LEP residents. This response examines:

- a) Outreach strategies that can be used to engage LEP populations, and
- b) Pros and cons for developing centralized resources, and
- c) Strategies to coordinate translation efforts and other service categories across all departments, agencies and offices.

This report responds to the proviso's requirements. It contains analysis of the current system, an examination of alternative outreach and coordination strategies, findings from discussions with representatives from many LEP community leaders, and recommended next steps. Below is a high-level summary of the workgroup's short-term (to be implemented in the next biennium) and long-term recommendations.

Short-Term Recommendations - The Workgroup recommends the following -

Statement of Values

- Executive transmittal and Council adoption of a policy document (motion or ordinance) stating King County's values in serving LEP residents that builds on the Executive Order on Translation, the Community Engagement Guide, and the Equity and Social Justice Ordinance.

Translation and Interpretation Services

- A **Translation Coordinator** for increased coordination of translation services across the county and additional budget for translation services costs across agencies.
- Expansion and increased coordination of interpretation efforts across the county.

Outreach and Engagement

- Expansion and increased coordination of outreach and engagement efforts to community based organizations (CBOs) that serve LEP communities and LEP residents across the county with an **Outreach Coordinator**.
- Implementation of a "Trusted Advocate" model in the county's outreach and engagement efforts (with either King County staff with specific language skills that is embedded in LEP communities or a contracted member within specific LEP communities or CBOs).
- Investment in LEP CBOs through outreach and engagement contracts to help build CBO capacity, enabling the CBOs to better serve their community members and to be better partners with the County.
- Development of a more-coordinated and deeper presence in LEP communities, by regularly attending LEP community events, coordinating media ad buys, and by holding focus groups.

Online Communications (Website and Social Media)

- Continued development of existing Language Portals.
- Increased and more strategic use of Social Media tools.

County Workforce and Hiring Practices

- Preference for hiring staff with language skills in standard countywide hiring.
- Expanded financial recognition for language skills.
- Development and support of apprenticeships and other training programs that target LEP communities.

Long-Term Recommendations - The Workgroup recommends a long-term planning effort (to reduce the barriers to accessing services by LEP communities) and -

Translation and Interpretation Services

- Expansion and coordination of translation and interpretation services across the county.

Outreach and Engagement

- Empowerment of LEP communities to organize, mobilize and advocate for their residents.
- Coordination and consideration of centralization of outreach and engagement efforts.
- Genuinely represent LEP communities at all levels of the county structure in county process development and decision-making.

Online Communications (Website)

- Further exploration of the costs and benefits of a multilingual, culturally competent website.

County Workforce and Hiring Practices

- Identification and exploration of way to address challenges to recruiting, hiring, retaining and promoting a workforce that includes members of LEP communities.

In alignment with King County's commitment to equity and social justice, the county should seek to provide services and engage communities in an equitable manner. Implementation of these recommendations would reduce barriers to accessing services and deepen engagement of LEP residents.

Title: Attachment A – 2014 Budget Proviso Report

Limited English Proficient Residents in King County: Moving Toward Empowered Communities

Introduction

The King County Council enacted a proviso requiring a report on a countywide action plan to increase access to King County government services and operations for Limited English Proficiency (LEP) populations. The proviso was timely, as King County's LEP populations and their need for services continues to increase throughout the County. Per the proviso, the project was a collaborative effort including multiple King County agency representatives with direct experience with LEP populations and a variety of community leaders serving LEP residents.

Specifically, the proviso required a report that provided the following:

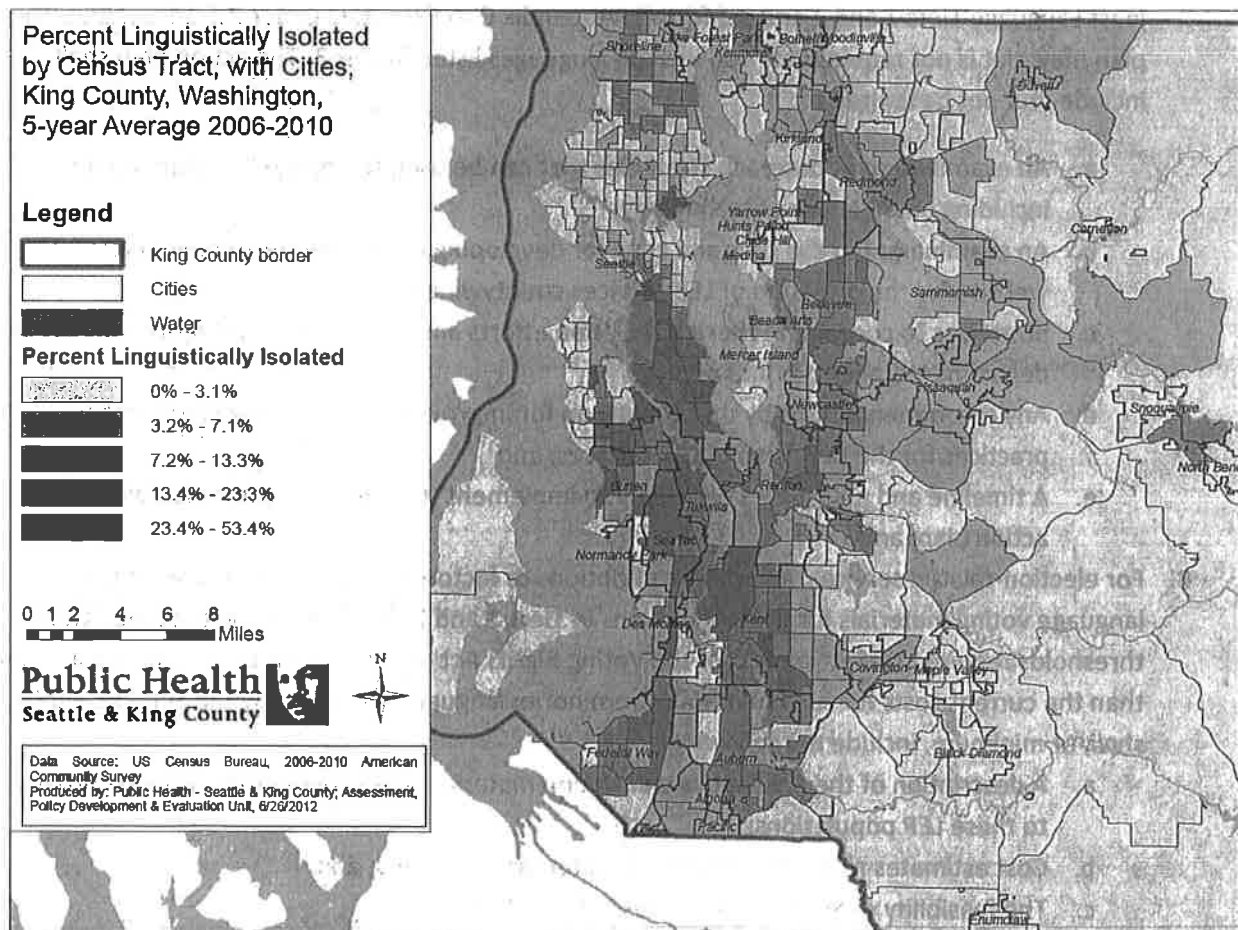
- A. An action plan to increase access for LEP residents countywide who speak languages listed in at least Language Tiers 1 and 2 and set forth in Appendix C to Executive Order INF 14-2 (AEO). The plan may, but is not required to, also include languages listed in Tier 3. The action plan shall include, but not be limited to:
 - a. An examination of outreach strategies that can be used to engage LEP populations, including possible use of technology;
 - b. An examination of the pros and cons for developing centralized resources, such as a website for the provision of LEP services countywide;
 - c. Strategies to coordinate these translation efforts and other service categories across all departments, agencies and offices;
 - d. Any recommendations by the workgroup for improvements or changes to current practices for the provision of LEP services; and
 - e. A timeline and milestones necessary to implement the elements contained with the action plan; and
- B. For election-related services, an analysis of options or factors that could provide minority language voting materials for LEP populations in Tiers 1 and 2 that have not yet reached the thresholds required by Section 203 of the Voting Rights Act of 1965, as amended, at a cost lower than the current costs for such materials for minority languages required by the act. The analysis shall, at minimum, include the following:
 - a. A description of the alternative translation materials and services that could be provided to these LEP populations;
 - b. Cost estimates related to each of the alternative options; and
 - c. The feasibility of implementing these alternative options.

In response to this proviso, this report describes the research methodology, findings and recommendations made within several key categories of service provision and engagement strategies, including: Translation Services, Interpretation Services, Outreach and Engagement, Online Communications and County Workforce and Hiring Practices. For each category, this report contains: (1) an analysis and findings of current and best practices developed through established workgroup meetings, and (2) short and long-term recommendations.

Part B of this budget proviso requests analysis specific to election-related services. The King County Elections Department will submit a report to the King County Council, under separate cover, in response to the entirety of part B of this budget proviso.

King County Needs Increased and Improved Access to Services for LEP Populations

More than 170 different languages are spoken in King County. A quarter of the County's population, over 450,000 residents, speaks a language other than English at home. In the Kent School District alone, students and their families speak more than 130 languages. In Bellevue, one-third of the residents speak a language at home other than English. Overall, about 11 percent of County residents over the age of 5 years-old, or nearly 200,000 people, are in "linguistic isolation" meaning they speak a language other than English and no one in their household speaks English "very well," as indicated in the map below.



Furthermore, Washington state's and King County's population is becoming increasingly racially and ethnically diverse. According to the Migration Policy Institute (2011), Washington is among the states with the highest growth rates of LEP populations (1990-2010) and with the largest LEP populations (2010). Much of that growth is concentrated in and around the King County area; between 2005 and 2009, 42,000 new foreign-born residents moved to King County.

The County's demographic changes bring a new richness to local communities and continue to evolve the County into a national center of cultural diversity. But these changes also increase the challenge of making sure all residents have access to County services that can help them to reach their full potential. The future demographics of our County point to the need to understand the complexities of our growing population, our differences, and the opportunities the changes present for improving how the County best serves all of its residents and stakeholders.

King County's Equity and Social Justice (ESJ) ordinance, the basis for the County's work on Equity and Social Justice, focuses efforts on prioritizing impacts on our LEP residents by targeting programs and investment and building capacity to engage all communities. These efforts are grounded in national and international research that points to addressing inequities as the strongest path for regions to flourish (Pastor, 2013).

Thus, equity and racial inclusion are significant factors in predicting regional prosperity and they are imperative for economic and social sustainability, while residential segregation and political diffusion are closely associated with preventing sustained regional growth (Pastor, 2013).

Like English-speaking residents, King County's LEP residents rely on a variety of services and support provided by the County. In recent years, under the direction of the King County Strategic Plan, the Executive and Council, the County has made significant improvements in translation and interpretation services, coordinating resources, and growing a large network of community-based organizations (CBOs) and media outlets that have better-connected the County to LEP residents. Unfortunately, as in communities across the nation, people in King County continue to have inequitable access to services. Language barriers can impede effective and accurate communication in a variety of ways and inhibit - or even prohibit - LEP residents from accessing and/or understanding important rights, obligations, and services. And the current approach to public engagement (including for LEP communities) is uncoordinated and program/project-centric, which is disingenuous and ineffective. These current practices create barriers to resident access to services ranging from public health, transportation and parks, to public safety, emergency operations, and elections. Ensuring meaningful communication helps King County government to meet its Equity and Social Justice mandate, and better serves the interest of King County Government and those we serve and to whom we are ultimately accountable.

Methodology

Workgroup Membership

The Executive Office requested inter-branch representation for the LEP Proviso Workgroup with the request and expectation that each agency's representative would meet the following criteria:

- An LEP champion or one that has direct experience with LEP populations
- Willing to innovate
- Practical about application
- Able to understand and convey their department/agency perspective
- Able to devote the time and willing to convene key people from their agency/department for input during the 1st quarter time frame

The Workgroup included representation from: the Department of Public Defense, the Department of Transportation, the Department of Public Health, the Department of Executive Services, the Human Resources Division, the Department of Adult and Juvenile Detention, the Department of Information Technology, the Department of Community and Health Services, the Department of Permitting and Environmental Review, the Department of Natural Resources and Parks, the Department of Judicial Administration, the Department of Assessments, District Court, Superior Court, the Department of Elections, the Prosecuting Attorney's Office, the King County Sheriff's Office, the Executive Office and Council staff. The Workgroup membership roster is included as Appendix A.

Workgroup Workplan

The Workgroup met as a body for seven two-hour meetings starting in late February of 2014 and ending in the following May. The Workgroup achieved the following objectives in those meetings:

- Created a vision for how the County should serve LEP populations,
- Identified the county's current and best practices in serving LEP populations,
- Developed a better understanding of the LEP communities' needs via LEP community engagement,
- Reviewed "Pros and Cons" of various strategies for serving LEP populations, and
- Developed short-term and long-term recommendations for how to increase access to King County government services and operations for LEP populations.

The final Workplan is included as Appendix B.

LEP Community Engagement

The Workgroup sought the input of the LEP community by reaching out to community leaders and members of county residents with limited English proficiency, using the languages listed in Language Tiers 1 and 2 and set forth in Appendix C to Executive Order INF 14-2 (AEO) as a guide. The Workgroup sought the input of community leaders of residents that speak Spanish, Vietnamese, Somali, Chinese, Ukrainian, Amharic, Somali, Ethiopian, dozens of other East African and Asian Pacific Islander languages, and leaders of organizations that represent and serve immigrants, refugees and other LEP residents.

LEP Community Leader Panel

The Workgroup invited LEP community leaders to serve on a panel for the entirety of the fourth Workgroup meeting, held on March 31, 2014. Executive Dow Constantine and Chief Operations Officer Rhonda Berry made introductory statements and Matias Valenzuela, the county's ESJ manager served as moderator. The panel members included:

- Vu Le - formerly Executive Director of the Vietnamese Friendship Association
- Sili Savusa - Executive Director of the White Center Community Development Association
- Juan Jose Bocanegra - Executive Director of El Comité
- Mohamed Sheikh Hassan - Community Relations with the City of Seattle's Office of Immigrant and Refugee Affairs

The panel provided an opportunity for a robust, honest conversation; **the panel members recommend that King County fundamentally rethink how agencies and the county engage with LEP residents.** The following key themes summarize our learning from panel participants:

Empowered LEP Communities

- Empower residents so they can solve their own issues
 - "If we give people (LEP residents) a chance, they can be successful, so the question becomes: how can we give all people a chance?"
- Increase investments in smaller LEP CBOs, in order to build capacity so CBOs can better partner with the county and we can better serve our communities together
- Schools are the hub of community. We need to work with school districts to tackle education and immigration issues and to empower parents to have a voice for their children and their families

Community Engagement

- Increase the practice of county leadership and county representatives having real, meaningful conversations for the purpose of genuine relationship building
 - Invest time and energy to really understand the community and its strengths and challenges (genuine relationship building takes time)
 - Need to spend time in LEP communities (events, meals, meetings, etc.)
- Build systematic, coordinated community engagement process
 - Current processes are not working
 - The county needs to involve CBOs in deciding outreach mechanisms/systems
 - The county should compensate CBOs for their help with "engagement," just as county employees or consultants are paid to organize and participate in engagement processes
- Ensure that resident/community voice is embedded into decision-making processes, from policy and program development to evaluation and budget development

- Consultation with community would result in:
 - Stronger relationships with community
 - More-effective, inexpensive solutions
 - Culturally appropriate outputs (e.g. translations, service delivery, messaging to community)
- Develop a better understanding of the most effective communication tools for various LEP communities (considering youth, elders, and other subgroups)

Internal Operations (Workforce and Cross-County Coordination)

- Increase collaboration across county agencies, and increased coordination for how county touches each community
 - It is clear to CBO leaders that King County agencies work in silos;
- Increase workforce diversity (the county workforce should mirror community demographics)
 - Hire more people of color and individuals who do not speak English as their first language
 - Spread job postings/opening via CBOs

County Leadership

- Better define what it means to be committed to principles of Equity and Social Justice
- Build leadership capacity of county employees of color as they often have very different perspectives
- Explore the possibility of County Immigrant and Refugee Commission
- The County can be a real ally to LEP communities

The transcript of this panel presentation and discussion may be found at the following link:
<http://www.kingcounty.gov/exec/equity.aspx>

Workgroup/CBO Leader Meetings

Over the course of several weeks, Workgroup member-pairs initiated conversations with leaders/representatives of the following CBOs:

- Somali Youth and Family Club
- Consejo Counseling and Referral Service
- Horn of Africa Services
- Washington Hispanic Media Association
- Asian Pacific Islander Coalition
- Vietnamese Friendship Association
- Casa Latina
- Washington Defender Association
- Kin On Health Care Center

- Asian Counseling and Referral Service

Workgroup members generally asked CBO leaders/representatives the following questions:

- What does King County do well in serving LEP populations?
- How could King County serve LEP populations better (in order to increase access to government services)?
- How could King County most effectively engage and communicate with your community (considering the use of technology and /or other types of communication tools)?

Workgroup pairs shared their findings and identified key themes, as identified below.

Engagement and Communications

- King County needs increased cultural competency in outreach/engagement
 - People need to do this work, ideally in the foreign language and in person
 - Efforts should be resourced, on-going and relational in nature
- Need to have more direct investment, communication and interaction with CBOs
 - "Come to us directly! Don't just go to the larger organizations."
 - "When you engage, follow-up!"
 - "Put your feet in the community"
 - "Get to know the community"
- CBO clients want better understanding of county systems, including:
 - Civic engagement and "King County 101"
 - Navigation of various county systems, e.g. Transit services
 - Job training
 - How to get jobs within the county
- Recommendation that the county invest in CBO leadership development, including youth
- Recommendation that county communication plans include collaboration with school districts, taking advantage of existing distribution lists

Internal County Operations

- Need to diversify county workforce
- Need for increased coordination and collaboration across agencies
- Need to better define "King County" to residents, depending on where they live
 - King County is one thing to city residents and something else to residents in the unincorporated areas
 - Need to do better job of partnership with other jurisdictions, in order to provide seamless services to LEP residents
- Need to better understand the most effective ways to do outreach and communication
 - Did not hear demand for increased provision of translated materials
 - Much communication is based on "word of mouth"
 - Some LEP residents don't read in their native language

Workgroup Findings

Over the course of the seven Workgroup meetings, the Workgroup examined outreach strategies used to engage LEP populations, examined pros and cons for developing centralized resources for the provision of LEP services countywide and discussed strategies to coordinate translation efforts and other service categories across all departments, agencies and office. The Workgroup's findings are outlined in this section.

Examination of Outreach Strategies Used to Engage LEP Populations

The Workgroup identified current practices for serving LEP populations across King County agencies, noting common themes and challenges and best practices, as presented below.¹

Common Themes

The Workgroup identified the following common themes in how agencies serve LEP populations:

- Departments rely on existing policies (ESJ ordinance/Executive Order on Translation) to guide efforts
- Departments work in silos –there is a need for a systems approach and standardized processes, including metrics of success and stock language (sentences/phrases that are commonly used)
- Efforts are generally under-resourced – there is a need for additional resources (time and budget)
- The Language Line is an effective interpretation tool, but it is not widely implemented
- Many departments engage in ethnic media buys, without countywide coordination
- Compiled lists of bilingual employees across a department is a valuable resource

Common Challenges

The Workgroup identified the following common challenges in serving LEP populations:

- Without standardized processes, agencies often react “on the fly” (e.g. real-time translation)
- Risks exist, especially if translation/interpretation/communication is incorrect
- Labor rules/contracts can restrict effective solutions
- Departments generally lack budget/resources to provide sufficient levels of service
- Insufficient knowledge/coordination of available resources
 - Superior Court's translation/interpretation resources may be shared, e.g.
- Disparate/uncoordinated outreach to community, especially in communication with CBOs
 - Not aligned with message of “One King County”
 - Too dependent on community leaders (especially without compensation)

Best Practices

¹ It is important to note that while the Workgroup focused on outreach and engagement of LEP populations, the Workgroup notes that improvements need to be made in terms of how the county does outreach and engagement of English-speaking populations as well.

Based on analysis of current efforts around the county, the Workgroup identified the following best practices for how agencies could engage LEP populations:

General

- Lessons learned include: really listen to residents; “one approach does not fit all”; embed staff in the community; be responsive and follow through in LEP community engagement
- Departments use standing policies and tools to affect change
 - Executive Order on Translation, ESJ ordinance, customer service guide, e.g.
- Successful tools have included:
 - Language Assistance Plans (e.g. Superior Court’s)
 - Changing policy (e.g. Immigration and Customs Enforcement (ICE) detainer)
 - “Lunch and Learn” sessions for staff on cultural competency, LEP needs
 - Use of KCIT to implement some technology-related practices (e.g. Web interpreter application)
- Concerted efforts are successful - notable examples include: White Center Heights Park make-over, Vietnamese nail salon project, South Park Bridge, King County Strategic Plan

Outreach

- Building trust/strong relationships with CBOs and other community groups/residents, via coordinated, on-going, standing conversations (must be two-way communications)
 - To disseminate information (e.g. emergency preparedness, property taxes)
 - To determine LEP community needs, which could include surveys, commissions, focus groups, etc.
 - County must be responsive and set aside budget to support partnerships
- Centralized/coordinated communication, in alignment with “One King County,” including:
 - On-going interaction with communities
 - Efforts must be appropriately resourced
 - Translation into top tier languages
 - Compiled lists of CBOs to which county communicates in coordination (e.g. public service announcements, UAC newsletter)
 - Development of media partners, including coordinated and resourced ethnic media buys
 - Cultivation of community liaisons (trusted points-of-contact in community)
 - Strategy for social media in other languages

Translation/Interpretation

- Systematized and standardized policy-backed efforts (proactive versus reactive efforts)
 - Consistent following of Executive Order on Translation countywide
 - Requires on-going education, appropriate levels of resources
 - Use of Language Line
 - Sharing of resources across departments (e.g. online, phone directory)

- Use of certified and/or "qualified" employee translators/interpreters
 - "Qualified" could be sufficient and should be defined by policy (appropriate and understandable interpretation, for example)
- Consider high-tech and low-tech solutions
- Coordinated/compiled lists of bilingual employees

Other findings

The Workgroup finds that following the "Ten Ideas to Encourage Immigrant Engagement" (distributed by the Institute for Local Government) could be an effective model on which to build a system and processes in King County to more effectively engage LEP populations in decision-making. An outreach and engagement system built on these principles would be inclusionary, accessible to LEP communities, and proactive, giving the system a better chance of successfully including LEP communities in county decision-making and resulting in increased access to government services and operations to LEP populations.

Those Ten Ideas include:

1. Know your changing community
2. Build relationships with key leaders and organizations
3. Identify issues that immigrants care about
4. Overcome language barriers
5. Use effective media and outreach strategies
6. Make public engagement accessible, enjoyable and rewarding
7. Make meeting processes and materials appropriate
8. Build leadership capacity of newcomers
9. Enhance staff capacity for successful immigrant engagement
10. Plan collaboratively, think long term and learn as you go

The full document with further detail of the Ten Ideas is included in Appendix C.

Alignment with King County Strategic Plan Outreach

The county's outreach for the preparation to update the King County Strategic Plan included gathering ideas and input from over 700 county residents about what makes King County a great place to live, the challenges faced by residents, big ideas for the future and about what county government should focus on to make things better. Many residents who provided input indicated that King County should focus on the following six areas to make the biggest difference in the lives of people who live, work and play in King County:

- Mobility - Create a seamless network of transportation options to get people where they need to go, when they need to get there.
- Economic Vitality - Increase access to quality job opportunities in all areas of the county for all people.

- Safety - Increase access to quality housing that is affordable and near quality job opportunities.
- Equity - Eliminate discrimination and create equal opportunities for everyone.
- Healthy Environment - Preserve open space and rural character and address threats to our environment, such as climate change.

In order to do improve these areas, King County residents that provided input indicate that the county should:

- Coordinate for one King County - Collaborate with other local government, businesses and community based organizations to share resources and find regional solutions that recognize local needs.
- Engage the public meaningfully and authentically - Inform the public about county services and operations, ask what they want, listen to what they have to say, and respond to their concerns.
- Continue efforts to be efficient and effective - Don't lose sight of efforts to be lean in county operations as the county considers its role in solving economic, housing, discrimination and other complex problems facing communities.

The Workgroup found that there is significant overlap between the communicated needs of LEP communities and those of the broader community, including the need for One King County, engagement to be inclusionary and authentic, and genuine two-way communication. Increased cross-departmental and cross-jurisdictional coordination and collaboration in efforts to communicate with and engage all communities will give all residents, including LEP residents, a needed and desired voice in the decision-making of local governments.

Pros and Cons for Centralization and Coordination Strategies

Following the opportunity for LEP community leaders to provide input, the Workgroup identified the pros and cons of possible strategies to:

- Engage LEP populations,
- Develop centralized resources for the provision of LEP services countywide, and
- Coordinate translation efforts and other service categories across county departments, agencies and offices.

The Workgroup analyzed five categories of strategies by which the county serves or engages the LEP community, including:

- Translation Services,
- Interpretation Services,
- Outreach and Engagement,
- Online Communications (Website and Social Media), and
- County Workforce and Hiring Practices.

The Workgroup largely based its short-term and long-term recommendations, as detailed in the following section, on this analysis. The output of the Pros and Cons development is included in Appendix D.

Workgroup Recommendations

Introduction to Recommendations

The LEP Workgroup's research sheds light on King County agencies' many successful efforts to serve LEP communities with existing resources; however those efforts are generally uncoordinated, under-resourced and insufficient to effectively serve LEP communities countywide in an equitable manner.

Given the frank and robust input from the LEP community leaders, the Workgroup recommends developing and implementing processes that:

- Help LEP community members successfully integrate into the county's civic, economic and cultural spheres, with equitable access to the county's services,
- Provide opportunities for LEP residents to have a real "voice" in the county's decision-making (including in policy and program development, service provision, resource allocation and program evaluation),
- Are developed in collaboration with other jurisdictions, with community based organizations that are currently and effectively serving LEP residents in King County, and with LEP community members, while better coordinating the county's current efforts.

The Workgroup explored three levels of options within the five categories, as described below.

- **Option One** – Status quo, with continuous improvement
 - With no additional resources, the county could make incremental improvements in effectiveness by increased coordination, sharing best practices and further implementation of existing policies and guides (e.g. Executive Order on Translation and Community Engagement Guide).
- **Option Two** – Enhanced Coordination
 - Coordination would enable the county to increase efficiencies, learning, sharing, and implementation of tools. Successful implementation of this option would require long-term strategic planning and additional budgetary support/resources.
- **Option Three** – Centralized Resources and Coordination
 - Centralized resources and coordination would enable the county to implement the highest level of quality assurance and support in implementation of tools, guides and policies. Successful implementation of this option would require long-term strategic planning and significantly more resources than the first two options.

Given the time allotted for this research and planning effort as well as budgetary considerations, the Workgroup generally recommends Option Two. The Workgroup's development of pros and cons of these high-level options is presented in the following table.

	Pros	Cons	Impacts on Improvements	Estimated Additional Annual Costs
Status Quo with Continuous Improvement "Status quo" would entail a continuation of current efforts across the county with the recognition that there is inconsistency in efforts across departments.	<ul style="list-style-type: none"> Decentralized accountability, giving each department and agency autonomy to meet own needs Some departments and agencies have effective practices Policies, guides and systems (e.g., Translation, Community Engagement Guide) exist Limited additional costs 	<ul style="list-style-type: none"> Limited technical assistance and support for staff Limited trainings Inefficiencies due to lack of coordination across departments Limited consistency in quality of products and work Lack of knowledge of policies and tools To LEP community, county appears to be confusing and siloed; number of touch-points may be overwhelming 	With a culture of continuous improvements, through the years King County has progressed in certain areas in working with LEP populations. Systems, tools and policies have been created and more may be created, but there is limited and inconsistent implementation countywide.	No substantial additional costs would be required to continue with this strategy. Currently, many millions of dollars are spent in staff time and activities, across all departments and agencies. This estimate needs to be refined.
Enhanced Coordination "Coordination" would entail guidance, standards and support for agencies that maintained their autonomy in providing services and engaging with community.	<ul style="list-style-type: none"> Empowers individual programs and departments to work with LEP populations and develop relationships Allows for sharing of knowledge, resources, staff Greater consistency in quality of products and work Builds on the LEP best practices, knowledge and practices of agencies A "One King County" perspective 	<ul style="list-style-type: none"> More pressures and demands on staff (e.g., LEP content, materials, outreach) More pressures on CBOs, if they are not adequately resourced 	Coordination would enable, with some added resources, to generally have more efficiencies, learning, sharing and implementation of tools, guides and policies. Increased coordination would ensure a more-consistent county presence in the community.	\$500,000-\$750,000 Funding would support 2.0 FTEs and additional resources for improved community engagement strategies (including online communication).

<p>Centralized Resources and Coordination</p> <p>“Centralization” would entail increased coordination along with increased capacity to maintain and enforce standards and may include an “office”</p>	<ul style="list-style-type: none"> • Builds on many of the “pros” list above for coordination, such as a “One King County” perspective • Greatest consistency in quality of products and work • Allows for an ongoing, single point of contact at the county for LEP communities 	<ul style="list-style-type: none"> • More pressures and demands on staff (e.g., LEP content, materials, outreach) • More pressures on CBOs, if they are not adequately resourced • Some potential loss of agency autonomy • Additional overhead costs 	<p>Centralization would enable, with significant added resources, to get the highest level of quality assurance and support in implementing tools, guides and policies. Centralization would ensure a consistent, visible presence within LEP communities</p>	<p>Over \$1M</p> <p>The total incremental annual cost, determined by an “office” charter, could exceed \$1M with additional resources for FTEs and community engagement and website development.</p>
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In order to meaningfully increase access to King County government services and operations for LEP populations, the Workgroup recommends the short-term and long-term strategies, as detailed below. The Workgroup developed and analyzed these strategies in expectation of being included in the 2015/2016 King County Biennial Budget deliberations, per Council intent; however, the Workgroup makes these recommendations with the understanding and recognition that the county's General Fund and some other agencies, including those currently serving LEP populations (such as Public Health and Transit), are in extremely challenging financial conditions.

The Workgroup provides short-term and long-term recommendations in the following five service and engagement categories (in alignment with the pros and cons development, as described in the Findings section): Translation Services, Interpretation Services, Outreach and Engagement, Online Communications (Website and Social Media), and County Workforce and Hiring Practices.

- Short-term recommendations are strategies that could be implemented in the following biennium, while not negatively impacting long-term strategic planning efforts; these short terms strategies could, in fact, drive the momentum to improve existing systems in the long-term.
- Long-term recommendations include strategies that should be thought out in a more holistic strategic planning effort to include other jurisdictions and with a substantial amount of input from the LEP residents to be served. A long-term planning effort should take time to meaningfully engage LEP communities and residents in the development of systems and resource allocation, to broaden the scope of research into best practices across the county, and to include deaf/mute communities.

Short-term Recommendations

The Workgroup's recommendations to be implemented in the next biennium follow.

Statement of Values

The Workgroup recommends that the Executive transmit and that Council adopt a policy document (motion or ordinance) stating King County's values in serving LEP residents that builds on the Executive Order on Translation, the Community Engagement Guide, and the Equity and Social Justice Ordinance. The Workgroup finds that King County agencies currently turn to these documents to guide decisions regarding service to LEP communities (and other underserved residents) and that adoption of such policies is considered a best practice.

The adopted statement of vision or value could communicate that:

- King County values LEP populations and cultures, including their engagement in county decision-making, their language skills, and as participants in the workforce.
- King County is committed to empowering LEP communities to guide their own destinies, to fulfill their potential and to benefit from the region's burgeoning prosperity.

- King County is committed to prioritization of service to all LEP residents, including equitable access to county resources and services.

The Workgroup notes that communication and implementation guidance for such a policy are crucial; clarity of expectations and ease of implementation will be important for departments to be successful.

Translation Services

- Increase coordination of translation services across the county and provide additional budget for translation costs across agencies. A **Translation Coordinator** would provide support, technical assistance and training for agencies, and would ensure the provision of culturally appropriate translations. The Translation Coordinator could be responsible for interpretation service coordination as well. [Funding for 1.0 FTE and additional translation services budget—and may require a cross-departmental policy for effective implementation]
- Increase the awareness and use of the existing “Plain Language” guidelines across the county’s communications, which should be supported by training, education, and on-going support. [Funding for training and support.]

Interpretation Services

- Expand and increase coordination of interpretation efforts across the county. The Translation Coordinator could be responsible for interpretation service coordination as well. [Funding for additional interpretation services funding – may require a cross-departmental policy for effective implementation]
- Maintain a centralized bank of employees that speak other languages. This centralized bank would likely have little costs, but there may be collective bargaining implications to consider.
- Develop a guidance document to address workforce/labor concerns, necessary qualifications and/or certifications, and appropriate use of interpretation services.

Outreach and Engagement

- Expand and increase coordination of outreach and engagement efforts to CBOs that serve LEP communities and LEP residents across the county with an **Outreach Coordinator**. [Funding for an additional 1.0 FTE.]

- Use a “Trusted Advocate” model in the county’s outreach and engagement efforts across the county. “Trusted advocates” (or community liaisons) would serve as a conduit to specific LEP communities and could be either a King County staff with specific language skills that is embedded in specific LEP communities or a contracted (paid) member of specific LEP communities (CBO leaders or otherwise). The use of county staff may have collective bargaining implications, depending on the chosen model. [Funding for FTEs or contracts with CBOs]
- Invest in LEP CBOs through outreach and engagement contracts to help build the CBOs’ capacity, enabling the CBOs to better serve their community members and to be better partners to the county, because the relationship to the community already exists. Current procurement rules would need to be addressed. [Funding for contracts; contracts for procurement of services should explicitly indicate expectations from the contracted CBO]
- Develop a more coordinated and deeper presence in LEP communities, by regularly attending LEP community events, coordinating media ad buys, and by holding focus groups in LEP communities. [Funding for focus groups and community event attendance]
- Increase the use of King County TV for existing LEP community-provided multilingual programming and for new King County-specific educational programming. [Funding for additional programming development; need to explicitly identify the most appropriate type of programming for production and transmittal]
- Coordinate communications, including ethnic media buys and outreach meetings via department communications staff (PIOs). [Funding for increased media buys, however better coordination of existing media budgets could improve effectiveness]

Online Communications (Website and Social Media)

- Continue to build out the existing Language Portal for Language Tiers 1 and 2. Some content exists but agencies would need to provide additional (translated) content. [Funding for portal development and maintenance]
- Increase and more-strategically use Social Media tools (Facebook, Twitter, Mind Mixer, for example) depending on research to determine effectiveness of outreach method to particular LEP communities and age groups.

County Workforce and Hiring Practices

- Include a preference for hiring staff with language skills in standard countywide hiring practices to increase diversity of language ability in the county’s workforce. [Little to no

additional cost, however collective bargaining and labor law issues would need to be considered]

- Expand financial recognition for language skills, whether the language is regularly used on the job or not (as in District Court). [Funding for increased; collective bargaining and labor laws issues would need to be considered]
- Develop and support apprenticeships and other training programs that target LEP communities

Other Recommendations

- Create a more welcoming entrance to King County for immigrant communities and recommend signing on to Welcoming America's "Welcoming Cities and Counties" designation.
- Continue support of the White Center Promise Group (Network to Integrating New Americans) which has been focused on integrating new Americans into the White Center community. Expansion of such support in other LEP communities may be effective.
- Study and implement best practices from the county's current Community Service Area program.
- Explore economies of scale and other benefits of partnering with City of Seattle's Office of Immigrant and Refugee Affairs and suburban cities, to regionalize support for LEP communities.
- Partner with small and large CBOs like El Comité and One America to inculcate LEP communities with civic engagement education and opportunities.
- Review and update the language tiers which are based on outdated Census data.
- Increased use of demographic research throughout the county, including demographic research tools that are available to the departments
- Elevate the use of the Local Hazardous Waste community engagement tool, which has potential for enterprise application with its distributed entry capability.

Further, the Workgroup recommends that county agencies partake in on-going conversations about how to reduce the barriers to accessing services by LEP communities over the next biennium, as the

Workgroup has born fruitful discussions about coordination opportunities and best practices and could provide accountability across agencies.

The Workgroup-recommended proposal would cost \$1M-\$1.5M over the upcoming biennium.

Long-term Recommendations

There is a need for systematic change in the ways in which the county meaningfully engages LEP populations, for the sake of community empowerment and inclusion in decision-making. Beyond the upcoming biennium, the Workgroup recommends that the county take time to work with the County's other jurisdictions and CBOs to collaboratively engage LEP populations in the creation of a strategic plan and long-term action plan for how the region may serve LEP residents across city/county boundaries.

The Workgroup recommends that the following considerations are taken in a long-term planning effort.

Translation and Interpretation Services

Translation and Interpretation services should be expanded and coordinated across the county based on best practices for increased effectiveness and efficiencies.

Outreach and Engagement

While the LEP community leaders spoke to the importance of culturally appropriate and correct translations and interpretation services, their emphasis landed on the need for empowering and strengthening of LEP communities so that they might organize, mobilize and advocate for themselves within the greater community and with King County.

The county's outreach and engagement efforts should be coordinated and possibly centralized based on research of best practices; best practices should be considered with the goal of empowering communities through genuine engagement.

Currently the county is mildly effective at informing and providing opportunities for LEP communities to provide feedback. To truly empower LEP communities in county process development and decision-making, LEP communities should be genuinely represented in all levels of the county structure and the county must find opportunities to receive and then genuinely consider the input and perspective of LEP residents.

Online Communications (Website)

The Workgroup recommends further exploration of the costs and benefits of creating a multilingual website; the creation and maintenance of a culturally competent website with relevant content (which could be different from content in English) could be much costlier than the further development of the Language Portals, as described in the short-term recommendations section. However, some other jurisdictions have found their multilingual websites to be more inclusive and thus more effective as a communications tool for LEP communities.

County Workforce and Hiring Practices

LEP community leaders indicate that for King County to be more inclusive of LEP residents, the County's workforce should be more representative of the residents which it serves. The Workgroup recommends changing hiring practices to increase workforce diversity and to include LEP residents.

King County workforce data provided by the county's Human Resources Division indicates that 66% of the county current workforce is white; however, the county expects 46% turnover in King County employees by 2018. This creates an opportunity for substantially increasing diversity in the workforce. As King County works to increase workforce diversity (per the Employer of the Future efforts), the County should consider LEP communities for hiring pools and perhaps consider candidates' previous LEP status in order to include LEP perspective in agencies' decision-making positions.

In addition, the county should identify and actively address challenges to recruiting, hiring, retaining and promoting a workforce that includes members of LEP communities.

Conclusion

In continuation and alignment with King County's commitment to equity and social justice, the county should seek to provide services and engage communities in an equitable manner. Implementation of these recommendations would reduce barriers to accessing services and deepen the engagement of LEP communities in the county's decision-making processes, creating a more-inclusive and more-effective government.

The Workgroup makes these recommendations acknowledging the financial situation of the county; however many of these recommendations would enable King County to better serve all marginalized and underserved county residents as well as LEP communities, making a substantial dent in the work toward equity and social justice and ensuring that all residents of King County are able to fully participate in the civic life of our community.

Appendix

Appendix A - Proviso Workgroup Membership

Executive Departments/Agencies	Workgroup Member	Title
Department of Adult and Juvenile Detention (DAJD)	Shawn McNaughton	Corrections Officer
Department of Community and Human Services (DCHS)	Terry Mark	Department Deputy Director
Department of Executive Services (DES)	Tom Koney	Department Deputy Director
Human Resources Division (HRD)	Breen Lorenz	Nurse Case Manager
Department of Information Technology (KCIT)	Nick Smith	eGov Manager
Department of Judicial Administration (DJA)	Amy Ebersole	Customer Information and Assistance Supervisor
Department of Natural Resources and Parks (DNRP)	Alan Painter	Community Services Area Manager
Department of Permitting and Environmental Review (DPER)	Kim Laymen	Customer Service Supervisor
Department of Public Defense (DPD)	Erika Turley	Project/Program Manager III
Public Health (PH)	June Beleförd	Regional Health Educator
Department of Transportation (DOT)	DeAnna Martin	Community Relations Planner
Executive Office (EO)	Mauricio Martinez	Customer Service Specialist
Separately Elected Departments	Workgroup Member	Title
Department of Assessments	Phillip Sit	Communication and Outreach Coordinator
Council Staff	Patrick Hamacher	Senior Legislative Analyst
District Court	Jill Dorsey	Interim Chief Administrative Officer
Elections	Julie Wise	Program Manager for Voter Services
Superior Court	Linda Ridge	Deputy Chief Administrative Officer
Superior Court	Martha Cohen	Interpreter
Prosecuting Attorney's Office (PAO)	Carla Lee	Criminal Division
King County Sheriff's Office (KCSO)	Anne Kirkpatrick	Chief Deputy

Appendix B - Workplan: Limited English Proficiency (LEP) Proviso Workgroup

The Limited English Proficiency (LEP) Proviso Workgroup is made up of King County agency representatives as identified by proviso (P3) in the 2014 adopted budget for PSB. In order to fulfill the proviso, the Workgroup followed this workplan.

Meeting 1 – Kick-off and Vision

February 25, 2014 from 3-5pm

- Workgroup's Vision for "increased access to King County government services and operations for LEP populations"
- Homework assigned to workgroup: catalog current practices

Meeting 2 – Current Practices in King County

March 6, 2014 from 3-5pm

- Review catalog of current practices across county agencies

Meeting 3 – Identification of Best Practices

March 18, 2014 from 3-5pm

- Review of best practices
- Homework assigned to Workgroup: Pair with Workgroup member and meet with LEP community based organization (CBO) representative

Meeting 4 – LEP Community Leader Panel

March 31, 2014 from 3-5pm

- Panel of LEP Community Leaders—discuss long-term vision for increasing access to services

Meeting 5 –LEP Community Meeting Reports

April 8, 2014 from 3-5pm

- Workgroup member pairs report back, regarding CBO meetings and findings

Meeting 6 – Identification of Efficiencies/Opportunities for Centralization

April 28, 2014 from 3-5pm

- Develop recommendations and implementation strategies for action plan

Meeting 7 – Workgroup Recommendations

May 8, 2014 from 3-5pm

- Finalize recommendations

Please do not hesitate to contact Michael Jacobson (263-9622) or Cristina Gonzalez (263-9688) of PSB with questions or concerns.

Appendix C - Ten Ideas to Encourage Immigrant Engagement Institute for Local Government



www.ca-ilg.org/TenIdeasImmigrantEngagement

July 2012

California's population is changing and local officials know that this presents both opportunities and challenges for their communities. Effective and inclusive public engagement can be an important contributor to stronger communities and more effective local governance. While every county and city is different, the following ideas from throughout California may help local officials to more successfully engage immigrant residents.

KNOW YOUR CHANGING COMMUNITY

Using the latest census data can be useful but be aware that the rapidly changing demographics of many communities may outpace this information. Immigrant organizations and leaders, school administrators, ethnic media, local clergy, and others can help identify your new residents' countries of origin, the languages spoken, the print and electronic media of choice, where immigrant children attend school, and the pressing issues of concern to these communities.

Having information about age, education, literacy and the number of years in the United States may also be helpful. Remember that overgeneralizing about a community can make it more difficult to develop effective plans and processes. It is said that there is no such thing as the "general public" and there is probably not a "general immigrant public" in your community. Understanding the common as well as the distinguishing features of immigrant residents will help lay a foundation for effective outreach and participation strategies.

BUILD RELATIONSHIPS WITH KEY LEADERS AND ORGANIZATIONS

Communicate with immigrant community leaders and organizations early on in order to build relationships, learn about these communities, and convey your interest in involving immigrant residents in the civic and political life of the larger community. Develop and maintain a list of these individuals and organizations, be alert to opportunities to visit with them and engage them in local events and activities, and stay in touch with them on a regular basis.

IDENTIFY ISSUES THAT IMMIGRANTS CARE ABOUT

Through personal conversations, surveys and meetings with local organizations, identify issues of concern to immigrant communities and be prepared to include these topics in community conversations and other public engagement activities. You can also begin with discussions and civic participation *within* immigrant communities if the need is identified, as this can provide vehicles for participation and leadership development by those who might not otherwise get involved. Demonstrate how civic participation can help newcomers address their priorities and achieve their dreams.

OVERCOME LANGUAGE BARRIERS

Public engagement efforts should seek to ensure that every participant: is prepared to take part, will be understood, and will understand what others are saying. Outreach and issue background materials should be translated as appropriate for your communities, and translation equipment and services should be available. Outreach for public engagement events should include mention of the translation services.

Ensure that the translation of materials is done by native speakers or by individuals completely fluent so that translations will be understood by readers. When conducting polls and surveys, it is best to ask questions in a resident's first language when possible. Face-to-face, radio and other non-written communications will help you reach people with varying literacy levels.

USE EFFECTIVE MEDIA AND OUTREACH STRATEGIES

Make immigrant-oriented local and regional print and electronic media an integral component of your communication strategy. Develop relationships with these media outlets, provide them access to information and to local officials, send them news, notices and job listings, and engage them as partners in developing effective outreach to generate broader public involvement. Distribute information about an upcoming public engagement activity to appropriate community, service or business organizations, schools, congregations, etc. Ask leaders of these groups to include special solicitations to their immigrant members and to follow up and support those that are interested in attending.

MAKE PUBLIC ENGAGEMENT ACCESSIBLE, ENJOYABLE AND REWARDING

Make public meeting locations accessible to immigrant communities by holding them in neighborhoods where immigrant residents live, close to public transportation or, if appropriate, by providing transportation assistance. Safe and welcoming locations may include public schools, community centers, congregations, and residences of their community leaders. In scheduling meeting times, consider work, family, cultural and religious obligations. Provide onsite childcare and make culturally appropriate arrangements that include dietary preferences and entertainment. Be cautious of assumptions and generalizations, and ask immigrant residents what times, locations and settings would work best for them.

MAKE MEETING PROCESSES AND MATERIALS APPROPRIATE

When planning a public engagement event, meet with trusted and knowledgeable leaders and organizations and seek their input on recruitment and meeting processes. Be aware that relationships and perceived relative status and roles among those in the room may, in some cases, have an impact on readiness and confidence to participate. Working in small groups may often be the best approach. Have trusted community members help communicate the goals and process for the meeting, the role of participating public agencies, and how public input will impact the decision making process. All materials should be straightforward and translated as appropriate. Expressing appreciation and respect works for everybody.

BUILD LEADERSHIP CAPACITY OF NEWCOMERS

Provide training and leadership opportunities for immigrant groups including: citizen academies, English language classes, leadership training, and appointments to local boards and commissions. As

appropriate for your community, consider leadership academies or trainings that are directed to particular communities and held in residents' native language or in translation. Attend meetings of immigrant-related organizations to inform them about civic engagement opportunities. Look for mutually beneficial partnerships involving a local agency and immigrant organizations. Create a city or county plan for leadership development that will make follow through more likely.

ENHANCE STAFF CAPACITY FOR SUCCESSFUL IMMIGRANT ENGAGEMENT

Skilled local agency staff that have the time and ability to develop relationships with appropriate community organizations can help create and manage successful long-term immigrant engagement and integration efforts. Develop opportunities for city and county staff to learn about the history, culture and other dynamics and needs of local immigrant residents. Build these capacities in to staff hiring and training as appropriate.

PLAN COLLABORATIVELY, THINK LONG TERM AND LEARN AS YOU GO

A long-term plan with multiple strategies is more likely to result in significant outcomes. Be prepared to learn and adapt as you go. Involve immigrant-related organizations and/or leaders trusted by immigrant communities in planning, implementing and evaluating your immigrant civic engagement efforts. Find the right people and places to make this happen. Celebrate your successes.

This material is adapted and expanded from A Local Official's Guide to Immigrant Civic Engagement, Institute for Local Government, 2009: www.ca-ilg.org/PEpubs.

About the Institute for Local Government

This resource is a service of the Institute for Local Government (ILG) whose mission is to promote good government at the local level with practical, impartial, and easy-to-use resources for California communities. ILG is the nonprofit 501(c)(3) research and education affiliate of the League of California Cities and the California State Association of Counties.

For more information and to access the Institute's resources on public engagement, visit www.ca-ilg.org/engagement. To access this resource directly, go to www.ca-ilg.org/TenIdeasImmigrantEngagement.

The Institute welcomes feedback on this resource:

- *Email:* publicengagement@ca-ilg.org Subject: *Ten Ideas to Encourage Immigrant Engagement*
- *Mail:* 1400 K Street, Suite 205 ▪ Sacramento, CA ▪ 95814

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Appendix D - Pros and Cons of Centralization and Coordination Strategies and Limited English Proficiency (LEP) Workgroup Recommendations

The LEP Workgroup was tasked with creating an action plan to increase access for LEP residents countywide. Following opportunities for LEP community leaders/members to provide input to the Workgroup on this goal, the group identified the pros and cons of possible strategies to:

- engage LEP populations,
- develop centralized resources, such as a website, for the provision of LEP services countywide, and
- coordinate translation efforts and other service categories across county departments, agencies and offices.

The Workgroup analyzed five categories of strategies by which the county serves or engages the LEP community, including:

- Translation Services,
- Interpretation Services,
- Outreach and Engagement,
- Online Communications (Website and Social Media), and
- County Workforce and Hiring Practices.

The Workgroup largely based its short-term and long-term recommendations, as further outlined in the LEP Proviso Response, on this analysis. In some categories, the Workgroup recommends employing multiple strategies, as identified in this document. The Workgroup acknowledges that this is not a comprehensive list of either possible strategies or of pros and cons for each strategy.

“Status quo” strategies generally entail a continuation of current efforts across the county with the recognition that there is inconsistency in efforts across departments. **“Coordination”** strategies generally entail guidance, standards and support for agencies that maintained their autonomy in providing services and engaging with community. **“Centralization”** strategies generally entail increased coordination along with increased capacity to maintain and enforce standards and may include an “office of centralization.”

Service and Engagement Strategies	Pros and Cons	Recommendations	
		Short Term (2015/2016 Biennium)	Long Term (Beyond Biennium)
Translation Services			
Strategy 1: Status Quo Current efforts include: inconsistent implementation of Executive Order, language tiers based on outdated Census data, and general guidance on how to use these tools.	Pros <ol style="list-style-type: none"> 1. Decentralized accountability; assumes that work is regular work product at departments Cons <ol style="list-style-type: none"> 1. Cumbersome, complicated process 2. Variability of outcomes (in quality, e.g.) given lack of standards 3. Lack of knowledge, training, accountability of current process across depts. 4. Under-resourced levels of translation in most agencies 		
Strategy 2: Translation Coordinator Building on current efforts, this strategy would provide support, technical assistance, and training; culturally appropriate translation; additional budget for translation services. Recommend 0.5 FTE in biennium, but need more information for beyond.	Pros <ol style="list-style-type: none"> 1. Greater consistency, efficiency across county agencies 2. Internal visibility, re: policies, education on translation processes 3. FTE could sit within existing department with strong translation services 4. Opportunity for leveraging existing resources 5. In conjunction with Interpretation recommendation, would allow for countywide coordination across Translation and Interpretation services Cons <ol style="list-style-type: none"> 1. There could still be time delay in production of translation services 2. May be challenges with department ownership of the work 	X	X
Strategy 3: Translation Office Building on current efforts, this strategy would include: centralized in-house translation and resources, culturally appropriate translation, additional budget for expanded levels of translations, and additional staff.	Pros <ol style="list-style-type: none"> 1. Appropriate levels of resources, in order to increase access to services to LEP residents 2. Greater consistency, efficiency than Coordination strategy 3. "One King County" perspective (one voice from all depts.) Cons <ol style="list-style-type: none"> 1. Resource-intensive (staff time and budget) 2. Translation costs become overhead costs (central rate) 		
Strategy 4: Use of "Plain Language" Increased usage of "Plain Language"	Pros <ol style="list-style-type: none"> 1. Increased usability for all county documents, especially for those translated 	X	X

guidelines, supported by training, education and on-going communication.	<u>Cons</u> <ol style="list-style-type: none"> 1. Would require updating Plain Language guidelines, training staff in their use, and marketing across departments. 		
Interpretation Services		Short Term	Long Term
Strategy 1: Status Quo Current efforts include: limited, in-person services and only in certain departments	<u>Pros</u> <ol style="list-style-type: none"> 1. Certain departments have effective system in place 2. Status Quo Plus: technology could allow us to be more efficient/effective without huge increase of resources (but technology not yet available) <u>Cons</u> <ol style="list-style-type: none"> 1. Insufficient resources in some departments 2. Inconsistent use of translation services across departments 3. Lack of knowledge about policies and processes across departments 		
Strategy 2: Expansion and Coordination Building on current efforts, this strategy would provide support across county agencies (including additional budget where needed) and service coordination. Recommend 0.5 FTE to implement.	<u>Pros</u> <ol style="list-style-type: none"> 1. Opportunity to have coordination, consistent adherence to policy 2. Opportunity to explore efficiencies in systems and processes, building on existing strengths at various departments 3. In conjunction with Translation recommendation, this Strategy would allow for countywide coordination across Translation and Interpretation services <u>Cons</u> <ol style="list-style-type: none"> 1. Need to better understand the extent of the need for expansion 	X	X
Strategy 4: Bank of Employees Maintenance of bank of multi-lingual employees	<u>Pros</u> <ol style="list-style-type: none"> 1. Effective and efficient (would not require substantially more resources) <u>Cons</u> <ol style="list-style-type: none"> 1. Preferred languages may not be appropriately represented in the "bank" 	X	X
Outreach and Engagement		Short Term	Long Term
Strategy 1: Status Quo: Current efforts are siloed and project-based by each department and agency	<u>Pros</u> <ol style="list-style-type: none"> 1. Community Engagement Guide currently exists and is useful (not currently used countywide or institutionalized into county operations) 2. Gives project managers at depts. opportunity to engage with community <u>Cons</u> <ol style="list-style-type: none"> 1. Project-based engagement, resulting in lack of continuity 2. Lack of knowledge of resources available (Public Engagement Guide, e.g.) 		

	<ol style="list-style-type: none"> Generally, non-mutually beneficial relationships with CBOs (KC asks for what KC needs, but hasn't encouraged building of genuine relationships) Lack of systematic approach for outreach (i.e. no loop-back process) Doesn't incorporate LEP communities from the beginning of a project Has not been a funded priority – generally under-resourced Hasn't included presence in community (fairs, events, CBO meetings, etc.) 		
Strategy 2: Expansion and Coordination Building on current efforts, this strategy would provide expanded, coordinated levels of communication with and presence in LEP communities, including community meetings, ethnic media buys, attendance of events, focus groups, among else. Recommend 1.0 FTE in biennium.	<p>Pros</p> <ol style="list-style-type: none"> Consistent with Panel recommendation: more- genuinely engage One King County –representation of King County as a whole Standardization and countywide implementation of best practices Addresses concern of siloed efforts – increased county communication Increased ability to identify current gaps in service (e.g. geographic) Opportunity for sustained, meaningful leadership participation Could coordinate calendars more effectively and efficiently Opportunity for larger, strategic investments in ethnic media buys <p>Cons</p> <ol style="list-style-type: none"> Challenging to work across county's three branches Significant resources (time and budget) required for needed improvements 	X	Need additional information for long term X
Strategy 3: Outreach Office Building on current efforts, this strategy would include centralization of engagement efforts across departments, ensuring expanded levels of culturally appropriate engagement and outreach. An Outreach Office would likely require 2.0-3.0 FTEs.	<p>Pros</p> <ol style="list-style-type: none"> One King County – representation of King County as a whole Standardization and countywide implementation of best practices Addresses concern of siloed efforts – increased county communication Opportunity for sustained, meaningful leadership participation Could coordinate calendars more effectively and efficiently <p>Cons</p> <ol style="list-style-type: none"> Outreach and engagement costs become overhead (central rate) Bandwidth of one-person office would not be sufficient Not practical given depth of county service types 		Need additional information for long term X
Strategy 4: Liaison (Trusted Advocate) This strategy could employ two models, including King County staff with specific language skills to be embedded in LEP communities and/or paid contracts with LEP community	<p>Pros</p> <ol style="list-style-type: none"> Opportunity for increased coordination of efforts countywide Consistent with LEP community leaders' request and recommendation for county/large community institutions to help increase capacity of local CBOs Scalable and flexible model Accelerated and meaningful relationship-building (high R.O.I.) 	X	X

members (CBO leaders or otherwise).	<u>Cons</u> <ol style="list-style-type: none"> 1. Staffing would be challenging 2. Could be challenge to ensure reaching all the groups needing access to K.C. 		
Strategy 5: Investing in CBOs Help build capacity of CBOs (to better serve/engage LEP communities) through outreach/engagement contracts	<u>Pros</u> <ol style="list-style-type: none"> 1. Consistent with LEP community leaders' request and recommendation for county/large community institutions to help increase capacity of local CBOs <u>Cons</u> <ol style="list-style-type: none"> 1. Resource-intensive (requires on-going support and funding to CBOs) 2. Current procurement rules may need to be addressed 	X	X
Strategy 6: King County Television Increased use of King County TV for existing, community-created multi-lingual programming and support for new King County-specific educational programming	<u>Pros</u> <ol style="list-style-type: none"> 1. Explore possibility of use of KCTV –as requested by LEP leader panel 2. Opportunity to explore which communities really appreciate this <u>Cons</u> <ol style="list-style-type: none"> 1. Age factors into effectiveness of use 2. Don't currently understand what is optimal use for various populations 	X	X
Online Communications		Short Term	Long Term
Strategy 1: Status Quo Current efforts include decentralized translation and online posting of some materials. A few departments have mini-portals (KCSO, DPH, e.g.).	<u>Pros</u> <ol style="list-style-type: none"> 1. Representing core Tier 1 and some Tier 2 and 3 languages, on some websites (but in a limited way) <u>Cons</u> <ol style="list-style-type: none"> 1. Stagnant internal expansion and content 2. Difficult to reach content – scattered across department websites 3. External use is consistently low – not effective communication tool 4. Assumes that community must come to "us" 5. Little knowledge about how currently being used externally 6. Little knowledge about what information ought to be included 		
Strategy 2: Language Portals for Language Tiers 1 & 2 Further development of existing language portals – translated material (new and existing) embedded as part of Kingcounty.gov website	<u>Pros</u> <ol style="list-style-type: none"> 1. Centralized repository for certain languages 2. Opportunity to ask the community what information ought to be included <u>Cons</u> <ol style="list-style-type: none"> 1. Departments would need to create and update content (KCIT is conduit) 2. Current domain already running out of space 	X	Explore capacity/ community need for long term X
Strategy 3: Multi-lingual Websites for Language Tiers 1 & 2	<u>Pros</u> <ol style="list-style-type: none"> 1. Opportunity to ask the community what information ought to be included 		Explore capacity/com

Development and maintenance of multilingual, free-standing websites	<ul style="list-style-type: none"> 2. Opportunity for strategic, culturally competent communication 3. Opportunity to use different vendor to build websites <p><u>Cons</u></p> <ul style="list-style-type: none"> 1. Need newer technology (management system) to build separate website 2. Expensive design, implementation, and roll-out 3. Need for additional on-going staff 		munity need for long term X
Strategy 4: Social Media (FB, Twitter, Mind Mixer, etc.)	<p><u>Pros</u></p> <ul style="list-style-type: none"> 1. Opportunity to identify effective uses of social media to reach various demographic groups (e.g. age factors into effectiveness of use) <p><u>Cons</u></p> <ul style="list-style-type: none"> 1. Don't currently understand what is optimal use for various populations 	X	X
<u>County Workforce and Hiring Practices</u>		Short Term	Long Term
Strategy 1: Status Quo Current efforts include inconsistent use of premium pay for language skills	<p><u>Pros</u></p> <ul style="list-style-type: none"> 1. Some recognition of existing staff's language skills sets <p><u>Cons</u></p> <ul style="list-style-type: none"> 1. Inconsistent policy and practice across departments 2. Not all languages wanted are represented in existing county workforce 		
Strategy 2: Preference in Hiring Implementation of "preferred qualification" for hiring staff with language skills to increase diversity of language ability in workforce	<p><u>Pros</u></p> <ul style="list-style-type: none"> 1. No additional costs to county budgets 2. Opportunity to target specific languages <p><u>Cons</u></p> <ul style="list-style-type: none"> 1. Would take a longer period of time to be effective than other strategies 	X	X
Strategy 3: Financial Recognition for Language Skills Recognition for language skills whether the language is used or not	<p><u>Pros</u></p> <ul style="list-style-type: none"> 1. Potentially low cost strategy, depending on the language hired <p><u>Cons</u></p> <ul style="list-style-type: none"> 1. Not all languages necessary are represented in existing county workforce 	X	X